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The purpose of this investigation was to obtain the names and addresses of members of governing boards of all 4-year colleges and universities in the US in order to provide data on the distribution of trustees by sex, by state of institutions served, and by region of residence. The list was then to be recorded to serve as a universe for future studies of trustees and institutional governance. Data were obtained for 93% of the 1,203 boards governing 1,423 4-year institutions. The membership lists contained 25,584 names of which approximatley 90% were men. The distribution of board members by state of institution governed and by region of residence varied widely; the largest number live in the mideast and the smallest in the Rocky Mountain area. This distribution generally reflects student enrollment and population patterns. The names and addresses of 24,900 board members are currently on file at the national headquarters of the Association of Governing Boards of Universities and Colleges, Washington DC. Information gathered during the study and references are included. (JS)

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FINAL REPORT
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CENSUS OF GOVERNING BOARDS OF FOUR-YEAR COLLEGES AND UNIVERSITIES

March 1969

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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FINAL REPORT

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CENSUS OF GOVERNING BOARDS OF FOUR-YEAR COLLEGES AND UNIVERSITIES

Principal Investigator: Charles J. Anderson

ASSOCIATION OF GOVERNING BOARDS
OF UNIVERSITIES AND COLLEGES

Washington, D. C. 20036

March 28, 1969

The research reported herein was performed pursuant to a grant from the Office of Education, U.S. Department of Health, Education, and Welfare. Contractors undertaking such projects under Government sponsorship are encouraged to express freely their professional judgment in the conduct of the project. Points of view or opinions stated do not, therefore, necessarily represent official Office of Education position or policy.

U. S. DEPARTMENT OF
HEALTH, EDUCATION, AND WELFARE

Office of Education
Bureau of Research

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CHAPTER I

SUMMARY

Purpose of the Study

The basic objective of this investigation was to obtain the names and addresses of the members of governing boards of all four-year colleges and universities in the United States. Analysis of these names was to provide data on the distribution of college and university trustees: (1) by sex, (2) by state of institution governed, and (3) by region of board member's residence. In addition, the list was to provide a universe from which samples could be drawn for more intensive and systematic studies of institutional governance.

Procedure

For the purpose of this investigation, a four-year institution was defined as an accredited or unaccredited college or university which offered at least a baccalaureate degree. Directories published by the United States Office of Education and the American Council on Education were used to identify the institutions to be included. A total of 1,512 four-year institutions governed by 1,292 boards were identified. The discrepancy in these figures is due to the fact that some boards control several institutions.

Data were obtained from:

1. The membership list of the Association of Governing Boards of Universities and Colleges.

2. An incomplete computer listing generated by an outside agency.

3. Replies to letter requests sent to college and university presidents.

4. College and university catalogues.

In addition, some data were obtained by special requests of the AGB staff to key state officials.

One of the original objectives of the investigation was to machine process the names and addresses to facilitate tabulation. However, it was found that the costs involved in the development of a comprehensive computer-based system would exceed the funds available. Therefore, it was decided, with the approval of the U.S. Office of Education, to modify the study plans, to omit some of the original objectives, and to process the data manually. The findings have been computed manually with appropriate independent verification.

Findings

1. Names and addresses were obtained for the members of 1,203 boards controlling 1,423 four-year institutions, or 93 percent of the survey population.

2. Membership lists of the 1,203 boards were found to contain 25,600 names. Approximately, 90 percent (22,900) of the members are men; 10 percent (2,700) are women.

3. The distribution of board members by state of institution governed varies widely. The colleges and universities of New York have nearly 1,900 board members. Those of Wyoming only 12. Guam's one institution has 5 members on its governing board.

4. The distribution of board members by region of residence varies widely. The largest number of members reside in the mid-east; the smallest number live in the Rocky Mountain Region.

Conclusions and Recommendations

This project has resulted in the collection of the names and addresses of 24,900 members of boards governing nearly all of the colleges and universities in the United States. It has provided basic analyses of these data by sex, by state of institution governed, and by region of the board member's residence.

The resulting list may now be used by legitimate researchers who wish to undertake more systematic and intensive studies of trustees and institutional governance. The Executive Vice-President of the Association of Governing Boards of Universities and Colleges reserves the right to pass on the propriety of future uses of the list which is maintained at the national headquarters of AGB, Washington, D.C., in alphabetical order by institution, within state.

It is recommended that the present data be put into a computer system to facilitate up-dating approximately every two years and to provide additional analyses. It is also recommended that a similar study be made of the governing board members of two-year colleges.

The Association of Governing Boards will formally propose such projects to the USOE in the near future.

CHAPTER II

INTRODUCTION

The governance of America's institutions of higher learning is receiving increased attention as students and faculty expect and demand participation in decision-making processes. Questions are being raised concerning the nature and extent of student and teacher involvement with the boards of trustees in colleges and universities across the country.

A few of the more fundamental questions regarding the backgrounds, roles, and attitudes of trustees have recently been given some attention.[2,3] In addition, the Department of Higher Education at Indiana University, Bloomington, sponsored a study of policy boards aimed at collecting data from college and university presidents on demographic and functional characteristics of board members and on their responsibilities. Five dissertations have resulted from that study. (See References)

Many issues and trends in institutional governance continue to require the scrutiny of educational researches. One of the most essential needs has been a reliable source for the names and addresses of current board members in the United States--a universe from which samples might be drawn for systematic and intensive study of trustees and trusteeship.

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[2]Rodney T. Hartnett. College and University Trustees: Their Backgrounds, Roles and Educational Attitudes. Princeton, New Jersey: Educational Testing Service, 1969.

[3]Morton A. Rauh. The Trusteeship of Colleges and Universities. New York: McGraw-Hill, in press.

The fundamental purpose of this study was to provide such a universe for future use by legitimate researchers. In addition, the investigation was designed to answer the following questions:

1. How many trustees and regents of four-year colleges and universities are there in the United States? How many are men? How many are women?

2. What is the distribution of these board members by state of institution governed?

3. What is the distribution of these board members by region of residence?

The objectives as originally proposed for this study were modified somewhat as a result of an investigation into the cost of implementing a computer-based system. Because it was not considered financially feasible to attempt machine processing of the data within the limits of the grant, all information was gathered and summarized manually. This necessitated omitting statistics on the number of board members by type of institution, by region of residence and region of institution, and by region of residence and number of boards being served.

CHAPTER III

METHODS AND PROCEDURES

For the purposes of this investigation, a four-year institution was defined as an accredited or unaccredited college or university which offered at least a baccalaureate degree. Professional and strictly graduate institutions requiring college credit for admittance were not included; i.e., schools of medicine, dentistry, nursing, pharmacy and so on. Senior colleges and universities and senior Catholic seminaries offering the last two years of undergraduate work were included. Source materials published by the U.S. Office of Education (USOE)[4,5] and the American Council on Education (ACE)[6,7] were used to identify the institutions which met this definition. In some cases, a directory of two-year institutions[8] was consulted to insure that junior and community colleges were not included in the study.

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[4] Directory of U.S. Institutions of Higher Education, U.S. Department of Health, Education and Welfare, Office of Education. Washington, D.C.: U.S. Government Printing Office, 1967.

[5] Education Directory, Part III, Higher Education, U.S. Department of Health, Education and Welfare, Office of Education. Washington, D.C.: U. S. Government Printing Office, 1968

[6] Accredited Institutions of Higher Education. Washington, D.C.: American Council on Education, September 1968.

[7] Otis M. Singletary (Ed.). American Colleges and Universities. Washington, D.C.: American Council on Education, 1968.

[8] William A. Harper (Ed.). Directory of the American Association of Junior Colleges. Washington, D.C.: AAJC, 1968.

Because some governing boards have responsibility for more than one college or university, it was necessary to identify the multi-institution boards. The 10th edition of American Universities and Colleges was particularly useful in this task. A total of 1,292 governing boards were identified representing 1,512 four-year institutions as defined.

Data for 17 percent of the boards were found in the membership records of the Association of Governing Boards of Colleges and Universities.

Information for an additional 21 percent of the boards was obtained from a computer listing made available by the Associates Corporation Control Company of South Bend, Indiana. That listing had been compiled in mid-1968 for a business purpose and included more than 20,000 trustee names and addresses representing 2,430 institutions--including two-year colleges. Upon careful scrutiny, however, it was found that only a small part of these data could be used after duplications, incomplete addresses, and two-year institutions were deleted. The usable data were transcribed from the computer listing onto separate records for the purposes of this study and are hereafter referred to as the "Associates List."

Most of the data were obtained through letter requests to the institutions. A set of address labels for institution presidents, dated July 1968, was obtained from the Division of Student Financial Aids of USOE in the early fall. These labels were used in mailing requests for lists of board members' names and addresses to those institutions not available from the other sources. A sample mailing to 50 institutions in October 1968 indicated that regular first-class

postage with a standard, non-personalized letter (Appendix A) was a satisfactory instrument. Registered mail and a personalized letter did not result in a significantly higher rate of return.

In December 1968, the first general mailing was made to solicit the names and addresses of the members of 694 boards. After a period of approximately one month, 454 usable responses were received for a return rate of 65 percent. A second mailing in mid-January 1969 was made for the names and addresses of the members of 240 boards. Some of the letters had returned unusable listings from the first mailing because complete addresses were omitted. The second mailing resulted in a return rate of 62 percent. The combined results of all mailings consisted of data on 624 boards for a total return rate of 87 percent as of March 1, 1969. Copies of the letter requests are found as Appendices B and C.

Current catalogs were searched for those colleges and universities which failed to respond to the follow-up letter. Approximately two percent of the total number of boards surveyed were obtained from this source.

In addition, 5 percent of the data was obtained by special request of the AGB staff through key state officials. A summary of the results of the various means of data collection can be seen in Table 1.

TABLE 1

NUMBER AND PERCENT OF GOVERNING BOARDS
BY DATA SOURCE MARCH 1, 1969

Data Source	No. of Boards	Percent
1. AGB Membership Records	216	17
2. "Associates List"	271	21
3. Initial and Follow-up Mailings to Institution Presidents	624	58
4. College Catalog Search	25	2
5. Other Sources	67	5
6. No Data	89	7
Total	1,292	100

A minor problem appeared several times during the course of the survey concerning Catholic institutions with both religious and lay board members. In several instances, the reply to the request for a trustee roster excluded those trustees who were members of a religious order. Consequently, the initial information received was incomplete. When such a roster was received prior to the follow-up mailing, a second request was sent with a note explaining why the second request was necessary. In addition, several Catholic institutions with boards in transition from entirely religious to mixed lay and religious membership chose not to return the information requested until such time as their new boards are completed.

Data were obtained from 93 percent of the 1,292 governing boards surveyed. The findings in Chapter IV exclude board members specifically indicated on the membership lists as "ex-officio," "emeritus,"

"life" or "honorary." Although most of the lists did not differentiate among these categories, it is assumed that the data reflect primarily "regular" or "voting" members of the governing boards surveyed in this study.

CHAPTER IV

FINDINGS

Names and addresses of the board members of 1,203 boards governing 1,423 four-year institutions were collected--93 percent of the surveyed population.[9] The following findings were based on these results and all statistics were computed and verified manually.

The names of 25,584 board members were recorded--including 22,882 men and 2,702 women. It can be seen that women are in the minority in making up about 10 percent of the total number of trustees and regents serving on the governing boards of four-year colleges and universities in the United States. Names and addresses were obtained for 24,900 board members.[10] The average governing board consisted of 20 members.

There are significant differences in the distribution of trustees and regents by state (and territory) of institutions governed as can be seen in Table 2. The state figures are probably a function of the number of four-year institutions in each state and are most probably affected by the population in each state. The number of board members ranged from 5(Guam) to 1,893 (New York).

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[9]The institutions governed by the 89 boards for which data were not available enrolled less than two percent of the student population in our four-year institutions based on Fall 1967 data.
The number of trustees for these 89 boards is estimated to be 1,780 based on an average of 20 members per board.

[10]Since some board member lists excluded trustee addresses, as did most catalog listings, the two figures cited here are not identical.

TABLE 2

DISTRIBUTION OF BOARD MEMBERS BY STATE OF INSTITUTION GOVERNED
(includes Puerto Rico and Guam)

State	No. of Trustees	State	No. of Trustees
Alabama	291	Nebraska	335
Alaska	40	Nevada	12
Arizona	70	New Hampshire	114
Arkansas	229	New Jersey	449
California	1,446	New Mexico	80
Colorado	189	New York	1,893
Connecticut	337	North Carolina	1,001
Delaware	45	North Dakota	36
Dist. of Columbia	213	Ohio	1,285
Florida	502	Oklahoma	285
Georgia	535	Oregon	414
Hawaii	33	Pennsylvania	2,176
Idaho	74	Rhode Island	172
Illinois	1,445	South Carolina	491
Indiana	871	South Dakota	180
Iowa	750	Tennessee	1,008
Kansas	444	Texas	963
Kentucky	626	Utah	112
Louisiana	159	Vermont	215
Maine	239	Virginia	783
Maryland	418	Washington	264
Massachusetts	1,284	West Virginia	247
Michigan	772	Wisconsin	492
Minnesota	.492	Wyoming	12
Mississippi	173	Guam	5
Missouri	761	Puerto Rico	67
Montana	55		

Total number of trustees = 25,584

There are significant differences in the distribution of trustees and regents by region of residence as indicated in Table 3. These figures probably reflect the number of institutions and populations in each region. The number of board members ranged from 549 in the Rocky Mountain Region to 5,947 in the Mideast.

TABLE 3

DISTRIBUTION OF BOARD MEMBERS BY REGION OF RESIDENCE

Region	No. of Trustees
I. New England	1926
Connecticit	
Maine	
Massachusetts	
New Hampshire	
Rhode Island	
Vermont	
II. Mideast	5947
Delaware	
D. C.	
Maryland	
New Jersey	
New York	
Pennsylvania	
III. Southeast	5412
Alabama	
Arkansas	
Florida	
Georgia	
Kentucky	
Louisiana	
Mississippi	
North Carolina	
Tennessee	
Virginia	
West Virginia	
IV. Great Lakes	4708
Illinois	
Indiana	
Michigan	
Ohio	
Wisconsin	
V. Plains	2680
Iowa	
Kansas	
Minnesota	
Missouri	
Nebraska	
North Dakota	
South Dakota	
VI. Southwest	1450
Arizona	
New Mexico	
Oklahoma	
Texas	
VII. Rocky Mountain	549
Colorado	
Idaho	
Montana	
Utah	
Wyoming	

TABLE 3 - Continued

Region	No. of Trustees
VIII. Far West	2228
Alaska	
California	
Hawaii	
Nevada	
Oregon	
Washington	
TOTAL LOCATED: (excludes Puerto Rico and Guam)	24900

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

This investigation has resulted in the collection of the names and addresses of 24,900 governing board members. This universe of individuals may now be used by legitimate researchers undertaking more intensive and systematic studies of institutional governance and the characteristics of trustees and regents. The Executive Vice-President of AGB reserves the right to pass on the property of future uses of the mailing lists. They are maintained at the national headquarters of the Association of Governing Boards of Universities and Colleges in Washington, D.C., in alphabetical order by institution, within state. A future proposal will recommend that these data be computer-processed for more efficient up-dating and for generation of address labels to allow more efficient access. The AGB will undertake the task of up-dating the list approximately every two years.

This study has documented the extent to which the governance of our four-year institutions is diffused among the lay and religion-affiliated citizenry of our country. While the boards of trustees ranged in size from 5 to 100 members, the average board had 20 trustees. The question of what is the optimum size of policy boards remains to be answered.

The state and regional distributions suggest a positive relationship exists between population levels and the number of trustees in any given state and region. State and regional patterns of institutional governance and coordination may be studied using the

data generated by the present study.

It now seems logical to seek the same information for the two-year junior and community colleges in the United States. The significance of the two-year institution in American higher education needs no elaboration, but it is important to recognize the central role of the junior college trustee in its development. The most prevalent patterns of governance need to be studied for these institutions beginning with the kind of basic data collected in this investigation. A sequel to this project will be proposed to USOE in an attempt to answer some basic questions about the methods of control now in existence for the junior and community college.

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ASSOCIATION OF GOVERNING BOARDS
OF UNIVERSITIES AND COLLEGES
1785 Massachusetts Avenue, N.W. • Washington, D.C. 20036 • 202—232-1300
J. L. Zwingle, *Executive Vice President*

October 4, 1968

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University of Texas

James M. Mitchell
The George Washington University

Mrs. Henry B. Owen
Washington State University

Wellington Powell
Colgate University

Francis M. Wheat
Pomona College

To the President:

This Association is undertaking the task of compiling a current listing of the members of governing boards of four year institutions. This endeavor is supported by a Office of Education grant in order to provide the first roster of its kind.

The data collected through this effort is designed to provide summary information on the distribution of our country's lay trustees by region, state, type and legal control of institution and sex.

Will you please indicate the current members of your institution's board by returning any readily available listing of names and addresses. A stamped, self-addressed envelope is provided for your convenience.

Sincerely yours,

J. L. Zwingle

Enclosure

ASSOCIATION OF GOVERNING BOARDS
OF UNIVERSITIES AND COLLEGES
1785 Massachusetts Avenue, N.W. • Washington, D.C. 20036 • 202--232-1300
J. L. Zwingle, *Executive Vice President*

December 13, 1968

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The data collected through this effort is designed to provide summary information on the distribution of our country's lay trustees by location and by sex.

Will you please indicate the current members of your institution's board by returning any readily available listing of names and addresses. A stamped self-addressed envelope is provided for your convenience.

Sincerely yours,

J. L. Zwingle

Enclosure

APPENDIX C--FOLLOW-UP LETTER

ASSOCIATION OF GOVERNING BOARDS
OF UNIVERSITIES AND COLLEGES

1785 Massachusetts Avenue, N.W. • Washington, D.C. 20036 • 202—232-1300

J. L. Zwingle, *Executive Vice President*

January 17, 1969

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Jack S. Josey
University of Texas

James M. Mitchell
The George Washington University

Mrs. Henry B. Owen
Washington State University

Wellington Powell
Colgate University

Francis M. Wheat
Pomona College

To the President:

This repeats our earlier request for a current listing of the names and addresses of your institution's trustees.

Since we are in the final stages of completing the Office of Education project in compiling data on the distribution of lay trustees geographically and by sex, it is our hope that your board will be included.

A stamped, self-addressed envelope is provided for your convenience.

Sincerely yours,

J. L. Zwingle